



# **ROCKFORD POLICE DEPARTMENT**

## **GENERAL ORDER**

**NUMBER: 1.11**

**TITLE: ROCKFORD POLICE DEPARTMENT ORGANIZATION**

**SERIES: 1 - ADM**

**SERIES TITLE: ADMINISTRATION**

**TOPICS / REFERENCE: DEPARTMENTAL ORGANIZATION, DEPARTMENT STRUCTURE**

**APPENDICES: A, B, C**

**ORIGINAL EFFECTIVE / ISSUE DATE: AUGUST 2, 2006**

**DATE OF LAST REVISION: FEBRUARY 25, 2020**

**THIS ORDER REMAINS IN EFFECT UNTIL REVISED OR RESCINDED**

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### **POLICY:**

It is the policy of the Rockford Police Department to be organized by function in order to make efficient use of all resources of the agency.

### **PURPOSE:**

The purpose of this General Order is to state the functions and define the organization of the Rockford Police Department. This Order will also state the primary duties and responsibilities of the bureaus, districts, and units of the Department.

These guidelines are not meant to be all-inclusive, since each incident must be dealt with on an individual basis, but are intended as broad guidelines to assist the employees and supervisors involved.

**This order is comprised of the following numbered sections:**

- I. DEFINITIONS**
- II. DEPARTMENTAL AUTHORITY**
- III. ORGANIZATIONAL STRUCTURE**
- IV. ORGANIZATIONAL STRUCTURE – SPECIAL UNITS**
- V. CHAIN OF COMMAND**
- VI. SPAN OF CONTROL**
- VII. AUTHORITY AND RESPONSIBILITY**
- VIII. ORGANIZATIONAL RELATIONSHIPS**

**APPENDICES:**

- A. [Rockford Police Department Organizational Chart](#)
- B. [Winnebago – Boone Integrity Task Force Inter-Agency Agreement](#)
- C. [Winnebago – Boone Integrity Task Force Personnel List](#)

**I. DEFINITIONS:**

- A. Component: A subdivision of the Department such as a bureau, district or unit that is established and staffed on a full-time basis.
- B. Bureau: The largest unit within the Department. A Commander (Deputy Chief or Assistant Deputy Chief) or non-sworn executive may command a bureau.
- C. District: The geographic locations of the City of Rockford will be divided into 3 separate districts. The districts will be commanded by an Assistant Deputy Chief. Districts will be mostly comprised of Uniformed Services.
- D. Unit: A segment of a bureau, which performs a specialized task supportive of the bureau or division's responsibilities.

**II. DEPARTMENTAL AUTHORITY:**

- A. The Police Department is created as an executive branch of the city government by City Ordinance ([Section 13-19](#)), using powers vested through Illinois Compiled Statutes ([65 ILCS 5/1-1-1](#)). It is assigned the following functions:
  - 1. The prevention and detection of criminal activity;
  - 2. The apprehension of offenders;
  - 3. The protection of life and property;
  - 4. The enforcement of laws and ordinances; and
  - 5. Providing other services to the citizens of the City of Rockford that are deemed to be proper functions of the Police Department.

**III. ORGANIZATIONAL STRUCTURE:**

- A. Chief of Police: The Department is commanded by the Chief of Police who is responsible for the direction and guidance of all components of the Department through use of written and oral orders, policies, and directives. The following will report directly to the Chief of Police:
  - 1. Deputy Chief of Police: To serve the public by performing command and administrative work in assisting the Police Chief in planning, organizing, and directing the activities of the Department. May serve as acting chief in the absence of the Police Chief. The following will report directly to the Deputy Chief of Police:
    - a. Office of Professional Standards: Responsible for overseeing internal affairs and Leadership and Staff Development. Commander of the Office of Professional Standards reports to the Deputy Chief

of Police:

- i. Internal Affairs:** Responsible to investigate all formal complaints and inquires against sworn and non-sworn personnel, and to conduct staff inspections as assigned by the Chief of Police.
  - a. Administration Review:** Responsible for reviewing an incident or event regarding Department policies, procedures, practices and training.
- ii. Leadership and Staff Development:** Responsible for overseeing and supervising Recruiting, Accreditation, and Training. The functions of the units assigned to the Leadership and Staff Development Lieutenant are as follows:
  - a. The Training Unit** is responsible for planning, executing, developing and managing the Department's training program. Duties include monitoring and maintaining the training records and supervising all Department instructors. This unit serves as the Department's liaison with other agencies and educational institutions providing training to the Department:
    - 1. Armament Unit:** Responsible for performing inspections, maintenance, repairs, and alterations to all duty and off-duty Department authorized weapons, as well as all Department owned specialized weapons.
  - b. The Recruiting Unit** will manage the recruiting functions of the Department. Recruiting functions assigned to this unit shall include attracting, seeking out and recruiting prospective candidates for employment with the Department. Duties include advising candidates as they move through the application and employment process. This Unit coordinates the application and testing process and acts as the Department's liaison with the Board of Fire and Police Commissioners. The Recruiting Unit will also serve as the Internship Coordinator;
  - c. The Accreditation Unit** is responsible for the development of departmental general orders, policies and standard operating procedures, as well as maintaining Illinois Law Enforcement Accreditation Program (ILEAP) accreditation process. The Accreditation Units utilizes the PowerDMS program to ensure periodic reports, reviews, and other activities mandated by applicable accreditation standards are accomplished. PowerDMS is used to generate workflows which shall be distributed prior to the due date for time-sensitive material to be submitted. The Leadership and Staff Development Lieutenant will serve as the Accreditation Manager and shall receive specialized accreditation manager training within one year of being assigned;

- b. Media and Marketing Coordinator:** The duties of the Media and Marketing Coordinator are as follows:
    - 1.** Coordinating all public information activities at the Department level;
    - 2.** Working with the City of Rockford's Strategic Communications Manager on gathering information and releasing information to the media about award recipients, promotions, hiring, and any other public event sponsored by or endorsed by the Police Department;
    - 3.** Contacting representatives of the news media for input and comment when changes in media guidelines are planned; and
    - 4.** Implement and coordinate the Department's social media outlets.
- 2. Administrative Services Bureau:** Shall serve as an extension of the Chief of Police managing the administrative functions of the Department. A Business Manager oversees the Administrative Services Bureau. Administrative staff functions assigned to this bureau are as follows:
  - a. Financial Analyst:** Responsible for budget preparation and review, including financial analysis, monitoring expenditures, working with property and casualty claims, purchasing, accounts payable and receivable, researching various police and office products, preparing bid specifications and overseeing contracts with vendors. Performs related work as required. The Financial Analyst reports to the Business Manager;
  - b. Payroll:** Responsible to maintain the official record of all work schedules. Records to use, payment, and administration of overtime. Documents hours worked, and accumulation/usage of holiday, vacation, and sick-time. Payroll reports to the Business Manager; and
  - c. Information Management Administrator:** Reports to the Business Manager. The Information Management Administrator oversees the central repository responsible for incident, arrest, traffic records, and offense crime data, after reviewing such data for completeness and accuracy. Duties include entry of data into the records management system as well as dissemination of the data to Department personnel or any other person or entity having a lawful and legal right to the data:
    - i.** Records Center: Central repository for incident, arrest, traffic records, and offense crime data; and
    - ii.** Records Management System (RMS) Manager.
- 3. District Operations:** Shall serve as an extension of the Chief of Police managing the patrol and crime prevention functions of the Department.

District Operations is divided into three Districts (District 1, District 2, and District 3). Each District Commander shall be of an Assistant Deputy Chief rank. Each District shall have two (2) District Lieutenants assigned to oversee Patrol Shifts, K-9 Officers, and the Field Training Program. Other functions assigned to this bureau are as follows:

- a. **Traffic Unit:** Responsible for the investigation and enforcement of traffic related incidents within the City of Rockford including traffic crash investigations and reconstruction, DUI enforcement, directed enforcement efforts, and other traffic related enforcement and service responses. The Traffic Unit shall be under the overall command of the District 3 Commander;
- b. **Patrol Shift:** Responsible for providing timely emergency and non-emergency police services within the City of Rockford. The Department utilizes four (4) shifts: Day Shift (daytime hours), Day Cover Shift (mid-morning to evening hours) Afternoon Shift (late afternoon to late evening hours) and Night Shift (late evening to early morning hours) to provide 24 hour coverage. Services may include investigations of criminal complaints, non-criminal calls for service and community care-taking functions;
- c. **K-9 Unit:** Responsible for providing the Department with the unique capabilities of specially trained dogs and dog handlers offer in the areas of building, vehicle and article searches, and the tracking of individuals as well as supplementing the three patrol shifts. The K-9 Unit shall be under the overall command of the District 3 Commander.

- 4. **Investigations Bureau:** Shall serve as an extension of the Chief of Police managing the investigation and follow-up of criminal incidents. The Investigations Bureau Commander shall be of an Assistant Deputy Chief rank. This Bureau serves as the Department's liaison with the State Attorney's Office as well as with other federal, state and local investigative agencies in the detection, investigation and prosecution of criminal activity.

- a. The Investigations Lieutenant will manage the day-to-day operations of the following Investigations Bureau Units:
  - i. **Violent Crimes Unit:** Responsible to conduct investigations of crimes against persons including murder and armed robbery;
  - ii. **Crimes Against Property Unit:** Responsible for conducting investigations of all commercial, residential, and vehicle burglaries. As well as a wide variety including property crimes, thefts, computer, and internet crimes, financial and stolen identity crimes;
  - iii. **Domestic Violence Unit:** Responsible for reviewing and investigating complaints of domestic battery, domestic violence, domestic trouble and order of protection violations. This unit serves as the Department's liaison with the State's Attorney's

**iv. Gang Crime Unit:** Responsible for conducting investigations related to gang involved crimes;

vi. Rockford Narcotics Unit: Responsible for narcotics related investigations of individuals and criminal enterprises. This unit also serves as a liaison with federal, state and local law enforcement agencies conducting investigations of narcotics related crime;

**b.** The Special Operations Lieutenant of the Investigations Bureau will oversee the day-to-day operations of the following:

- ii. Rockford Special Operations Intelligence Center (RISC): Responsible for utilizing crime analysis data to assist operational and administrative personnel with planning and deployment of resources in order to prevent, reduce, and suppress criminal activities. This unit will also work with Crime Analysts in obtaining data to assist the Investigations Bureau and Operations Bureau with criminal intelligence information;

iii. ATF Task Force: Serves as the Department's liaison with the Bureau of Alcohol, Tobacco, and Firearms (ATF);

**iv. FBI Task Force:** Serves as the Department's liaison with the Federal Bureau of Investigations (FBI);

v. Property and Evidence Unit: Responsible for the custody, control, transportation, sale and destruction of all evidence and property coming into possession of the Department. The Property and Evidence Unit reports to the Special Operations Lieutenant.

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Commander shall be of the Assistant Deputy Chief rank.

- a. Community Services Officers:** Responsible for support of the patrol function by working closely with citizens, businesses, and neighborhood groups in reducing or eliminating recurring crime and/or quality of life issues affecting neighborhoods and the community.
- b. Rockford Housing Authority Unit:** Responsible for patrolling and enforcing laws and ordinances on Rockford Housing Authority Properties.
- c. School Liaison Unit:** Responsible for assigning and staffing officers for initial and follow-up investigations of criminal incidents occurring on the Rockford School District property with an emphasis on fostering the flow of information between the two organizations. Duties include security, conflict resolution, mediation, education and community policing.
- d. Resident Officer Community Keepers (R.O.C.K.) Program:** Officers selected for the program will live in the neighborhood, one west side location and one east side location. The officers work with neighbors, schools and businesses to build and/or enhance relationships, address crime issues, deal with the quality of life matters affecting the neighborhood and collaborate with our partners on resolving the deteriorating conditions that exist. The R.O.C.K. program shall be under the overall command of the District 1 and District 2 commander.
- e. Central Reporting Unit:** Responsible for front desk and deferred police response functions. Front desk duties include providing information or referrals to citizens calling or visiting each District Station. Central Reporting Unit duties include completing walk-in traffic crash reports as well as investigating and completing reports of non-emergency criminal complaints and other calls for service, via telephone. Supervision of this unit will require scheduling staff and reviewing and approving police reports. The Central Reporting Unit shall be under the overall command of the Assistant Deputy Chief of Community Engagement.
- f. Volunteer Services:** Responsible to assist officers, other city personnel, and the public with a variety of department related services:
  - i. Police Chaplains:** Responsible to provide sworn and non-sworn personnel of the police and fire departments, other city personnel, and citizens with assistance ranging from death and accident notifications, along with assisting those in need of food, shelter, transportation, counseling, as well as coordinating the duty chaplain program; and
  - ii. Citizens Assisting Police (CAP) program:** Comprised of non-salaried volunteers responsible for: in-house administrative work, data entry, scanning and shredding documents, assisting with mailings, and assisting with the Citizens Police Academy.

#### **IV. ORGANIZATIONAL STRUCTURE – SPECIAL UNITS:**

- A.** The Chief of Police shall designate Commanders for the following special units to include, but not be limited to:
1. S.W.A.T. Team: Responsible for providing protection, support, security, firepower and rescue during police operations in high risk situations where specialized weapons and tactics are necessary to minimize casualties;
  2. Crisis Negotiation Unit: Responsible for dealing with potentially violent situations. These situations include, but are not limited to, barricaded subjects, hostage incidents, sniper fire incidents and, at times, situations where individuals are threatening suicide with or without a weapon. Non-violent means can be used in an attempt to bring any such incident to a successful conclusion without the use of force;
  3. Winnebago County Integrity Task Force: Responsible for the investigation of participating agency-office involved shooting incidents (see [Appendix B](#));
  4. Color Guard: Responsible for representing the Rockford Police Department at official functions including, but not limited to, parades, funerals, and posting of the colors at special events;
  5. Dignitary Protection: Responsible for planning and providing security details for dignitaries visiting the City of Rockford;
  6. Bomb Unit: Responsible for providing detection, evaluation and rendering safe procedures for suspect improvised explosive devices (I.E.D.), incendiary devices, explosives, hazardous materials, pyrotechnics, military ordinance and weapons of mass destruction.

#### **V. CHAIN OF COMMAND:**

- A.** The chain of command, descending from the Chief of Police to the lowest rank shall be as follows:
1. Chief of Police;
  2. Deputy Chief of Police;
  3. Assistant Deputy Chief of Police;
  4. Lieutenant;
  5. Sergeant; and
  6. Detective / Police Officer
- B.** Each employee or unit is accountable to only one supervisor at any given time. Personnel may still receive commands, orders, or directions from a supervisor outside of their chain of command when immediate action is appropriate or required.
- C.** All employees will obey any lawful order of a supervisor, including any order relayed from a supervisor by an employee of the same or lesser rank.



- D. In the absence of a supervisor, personnel may also receive commands, orders, or directions from officers of equal rank if the officer of equal rank has more seniority on the Department. Officers assigned as investigators are also considered senior to uniformed officers at the scene of a crime or other incident in the absence of a supervisor. When a supervisor is present at a scene, investigators and uniformed officers are considered of equal rank.
- E. Supervisory personnel are accountable for the performance of employees under their immediate control.

**VI. SPAN OF CONTROL:**

- A. Span of control is dependent upon the complexity and nature of a duty assignment as well as the competency, reliability, and experience of immediate subordinates. It also may be affected by unforeseen or emergency circumstances that may require and expanded span of control beyond recommended limits.
- B. In general, the number of personnel under the immediate control of a supervisor will not normally exceed ten (10).

**VII. AUTHORITY AND RESPONSIBILITY:**

- A. Authority to perform the required activities of a particular component of the Department is delegated by the Chief of Police through the chain of command structure to individual employees.
- B. At every level of the Department, personnel are therefore given the authority to make decisions necessary to effectively accomplish their duties and responsibilities of their position.
- C. At every level of the Department, personnel will be held fully accountable for the proper use of their delegated authority in accomplishing their duties and responsibilities of their position.
- D. Personnel who have questions concerning their delegated authority should bring such questions to the attention of their supervisor and up to the Chief of Police for prompt answers and resolutions.
- E. Officers who are given an otherwise proper order, which is in conflict with a previous order, rule, regulation or other directive, shall respectfully inform the supervisor who issued the conflicting order of the conflict. If the supervisor does not alter or retract the conflicting order, then the order shall stand:
  - 1. Under these circumstances the responsibility for the conflict shall be upon the supervisor;
  - 2. Officers shall obey the conflicting order and shall not be held responsible for disobedience of the order, rule, regulation, or directive previously issued; and

3. Officers shall not obey any order that they know, or should know, would require them to commit an illegal act. If in doubt as to the legality of an order, Officers shall either request clarification of the order or confer, as soon as possible, with higher authority in an acceptable, professional manner.

#### **VIII. ORGANIZATIONAL RELATIONSHIPS:**

- A. All supervisory personnel shall attend periodic staff meetings. The staff meetings are intended to enhance cooperation, communication, and to coordinate the goals of the Department. Additional formal and informal meetings are held as needed.
- B. The exchange of information with all Department personnel and functions is also accomplished through the following methods:
  1. Squeal Sheet information;
  2. Attendance at roll calls;
  3. Distribution of Crime Analysis Bulletins;
  4. General Orders, Memorandums, Personnel Orders, Special Orders, and Bulletins;
  5. Email and voice mail; and
  6. PowerDMS.

ALL GENERAL ORDERS REMAIN IN EFFECT UNTIL REVISED OR RESCINDED.

ANY MEMBER OF THE DEPARTMENT MAY, BY VIRTUE OF EXPERTISE OR POSITION OF FUNCTION, BE DESIGNATED TO AUTHOR OR PROVIDE SOURCE MATERIAL FOR A WRITTEN DIRECTIVE. THE OVERALL AUTHORITY TO ISSUE, MODIFY OR APPROVE WRITTEN DIRECTIVES IS DESIGNATED TO THE CHIEF OF POLICE. HOWEVER, AUTHORITY AND RESPONSIBILITY TO ISSUE DIRECTIVES IS DELEGATED TO THE FOLLOWING.

ALL GENERAL ORDERS ARE SCHEDULED TO BE REVIEWED ANNUALLY BY THE GENERAL ORDER REVIEW COMMITTEE AND WHEN NECESSARY, REVISED OR CANCELED IN ACCORDANCE WITH THE PROCEDURES FOR REVIEWING WRITTEN DIRECTIVES ESTABLISHED IN GENERAL ORDER 1.10 – WRITTEN DIRECTIVES.

ALL NEW AND REVISED GENERAL ORDERS SHALL BE APPROVED BY THE CHIEF OF POLICE BEFORE ISSUE/REISSUE.

ANY EMPLOYEE WITH SUGGESTIONS FOR REVISIONS AND/OR IMPROVEMENTS TO THIS ORDER ARE ENCOURAGED TO SUBMIT THEIR IDEAS TO THEIR RESPECTIVE DISTRICT COMMANDER OR BUREAU CHIEF.

**BY ORDER OF**

**02/25/2020**

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**Daniel G. O'Shea**

**Chief of Police**